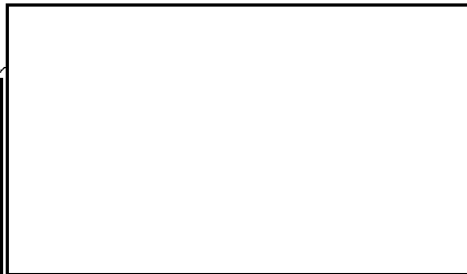
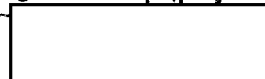


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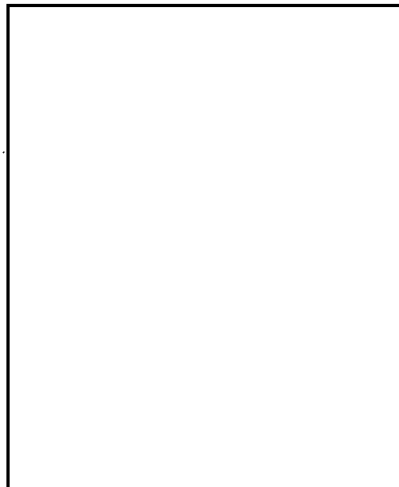


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## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

D/PPP&amp;M

81-6171

FROM:

Chief, Human Resources Planning Staff  
1012 Ames

EXTENSION

NO.

DATE

12 May 1981

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. DD/PA&E  
1006 Ames

113 MAY 1981

The attached draft proposal is forwarded for your review. It has been discussed with

3. Acting Director, OP  
5E58 Hqs

119 MAY 1981

The attempt here is to design a system that supports our number one need of focusing recruitment, that addresses the DDCI concerns for assignment and recruitment, that maximizes use of the OP data base and reduces the more clerical aspect of the old APP/APR, and that supports needs for audit and evaluation. This paper is concerned with the outline of the system. If you agree with its basic thrust (any additional interests indicated by the DDCI can be added), we can proceed with spelling out in detail formats and procedures. We would like to discuss with you at your convenience.

Att

DRAFT

6129

A Manpower Planning SystemIntroduction:

With the decision to drop the Annual Personnel Plan/Annual Personnel Report, the time has come to review the Agency's needs for a manpower planning system.

Objectives:

The task of placing the "right person in the right job at the right time" requires planning that identifies personnel needs, flows, and development needs. The task of implementing equal employment opportunity requires a system that establishes perspectives that can be monitored to assure that the opportunities are made available and implemented equitably.

Roles/Decisions/Information Needs:

DCI/DDCI are concerned with the implementation of Agency-level policies with respect to promotions, assignments, and EEO. They need exception-type reporting of developments that might require higher-level managerial intervention. They need accountability-type reporting that indicates how well the Deputy Directors are performing within their areas of responsibility. They need to review manpower planning at the aggregate level to assure conformity with Agency goals and objectives.

Comptroller reviews program-planning and the associated resource needs, including manpower. Comptroller sets and allocates the manpower ceiling under the authority of DCI/DDCI.

The Office of Personnel Policy, Planning, and Management is responsible for centralized recruiting and processing of applicants.\* It also administers the internal job market through the vacancy notice system and through assisting employees with job placement. It needs early identification of shortages or surpluses, by occupation, and identification of recruitment needs. It also needs

\*With significant inputs from Office of Security and Office of Medical Services

information on skills required in jobs available for internal placement and on skills of employees available for internal placement.

Heads of Career Services are responsible for the implementation of personnel policies within the Career Service. They have a planning input into the formulation of office-level plans and a monitoring responsibility subsequently. They have a significant input into the budget and manpower allocation process. They need information on programs, occupational requirements, projections of accessions and separations, and promotion projections. They monitor the operation of career boards and panels and thus might review not only promotions but also assignments.

Heads of Offices (accountable to Heads of Career Services) are responsible for hiring decisions and decisions on the promotion and assignment of personnel. They are also responsible for decisions with respect to training and decisions on the occupational mix required to accomplish programs. They need information on projected separations, accessions, and the ranking of individuals for promotions, assignments, and training.

#### A Planning System

Most of the decisions affecting personnel flows are not made on a rigid timetable, therefore, a rigid annual planning cycle is usually inadequate. What is needed must satisfy management with respect to: 1) providing early warning that some form of managerial decision is required, 2) communicating personnel objectives to managers and employees, and 3) providing the means of assessing performance.

Occupational shortages and surpluses. It is difficult to see how a more adequate job of recruiting and placement can be done without better planning input in this area. OPPM is expected to specify its own resource requirements in the budget cycle before it knows whether the Agency is expanding or contracting. It does not regularly have access to program materials that indicate potential expansion or contraction of particular functions, involving particular skills. It is alerted

to shortages of communicators or language specialists after the fact, not before the fact. It is profoundly affected by decisions to offer "early out" to particular functional categories of employees.

We need to categorize the whole agency and its component offices according to a schedule of occupations that is relatively compatible with recruitment guides. As part of the program planning cycle, each office should indicate anticipated changes in its occupational mix. This information should be brought to the attention of OPPPM even before the budget is finalized. Perhaps a personnel officer should be assigned to O/Comptroller as liaison.

Perspective targets on promotions, accessions, and separations. OPPPM can provide planning projections to DCI/DDCI, Directorates, and major offices for their use. The DCI/DDCI would use these projections to monitor progress during the year and to identify any unexpected departures from trend, - such as a significant increase in separations, that might require some form of intervention. A more formal approach would involve adoption of promotion targets by the Directorates and Offices and review of those targets by the DCI/DDCI. In the latter case, the planning projections would be an input to the planning process but could be modified by the organization responsible for the plan.

Guidance on recruiting needs. On the basis of program materials indicating anticipated changes in occupational mix, Plans Staff can generate estimates of attrition by occupational group and indicate what replacement customarily occurs from internal sources. The remaining replacement needs plus estimated changes in occupational mix would form the basis for recruiting guidance. Beyond that, if surpluses are indicated, additional management intervention would be indicated. Some input or review by the responsible organizations would be desirable in this planning.

Monitoring assignments. With a growing restraint in the use of PRAs, attention is focusing on assignments, - whether the assignment offers headroom for promotion

or not. One way to monitor the relationship between ranking, assignment, and promotion opportunity is to establish a report from each career subgroup that arrays assignments according to "descriptor" and headroom (position below grade of employee, at grade of employee, or above grade of employee).

EEO. There are existing reports that are useful for monitoring progress in EEO. Additional planning input is required by O/EEO. OPPM should have an input in EEO planning to assure consistency with projected personnel flows and feasibility of guidelines.

Other Elements. It has been suggested that senior management may wish to review and monitor plans for conversions from clerical and technical occupations to professional occupations in conjunction with career development, upward mobility, and affirmative action efforts. Similarly, plans for developmental rotations would be relevant to the Senior Officer Development Program (SODP) and would assure high visibility of the Career Services in exercising their responsibilities for accepting officers on rotation.

#### Elements of the System

The key elements of the system are described in the attached table. The full implementation of the occupational plan could not start until occupational data are made part of the program submissions. Further, we would need to review the occupational categories that would be most useful for planning and recruitment and incorporate them as the keystones of the occupational plan and the recruitment plan.

| <u>PLAN</u>           | <u>WHO DOES</u>          | <u>HOW</u>   | <u>WHEN</u>                                     | <u>CONTENT</u>   | <u>MONITOR</u>   |
|-----------------------|--------------------------|--|---|--|--|
| Occupational Plan     | Offices & Directorates   | Annex to Program Budget                              | Program Submission                              | ADP Printout of existing occupational mix. Office indicates anticipated changes (workyear basis)                                 | Quarterly reporting on identified shortage or surplus areas.   |
| Recruitment Plan      | OPPPM                    | Analysis of occupational plan and occupational flows | Preceding recruitment year - update as required | Estimate of vacancies and internal placement by recruitment guide gateway category.  | Quarterly reporting on recruitment progress - EODs & applicant processing - by recruitment guide category.                       |
| Promotion Projections | OPPPM                    | Analysis of personnel flows and promotional headroom | Summer preceding fiscal year                    | By Career Service & major subgroup, estimates of feasible promotions by grade  | Quarterly reporting of accessions, separations, and promotions   |
| Assignment Activities | Career Subgroups         |  |   | Semi-annual reporting of assignments according to descriptor category and whether assignment is to same, higher, or lower grade. |  |
| EEO                   | O/EEO, Components, OPPPM | Affirmative Action Plan                              | Annual  | Minority role in personnel flows   | Periodic (quarterly) report on promotions, accessions, separations by grade, and as ratio of total (minority plus non-minority). |